

POSITION DESCRIPTION

DER-PERS-10 (Rev. 07/97)

State of Wisconsin
Department of Employment Relations

1. Position No. 336353	2. Cert/Reclass Request No.	3. Agency No. 437
5. DEPARTMENT, UNIT, WORK ADDRESS Department of Children and Families Division of Safety and Permanence Child Welfare Data and Analytics Section 201 E. Washington Street Madison, WI 57703		
8. NAME AND CLASS OF FORMER INCUMBENT Colleen McGroarty		
10. NAME AND CLASS OF EMPLOYEES PERFORMING SIMILAR DUTIES Kelly Smithback, PPA-Adv DSP		
12. FROM APPROXIMATELY WHAT DATE HAS THE EMPLOYEE PERFORMED THE WORK DESCRIBED BELOW? NA		

4. NAME OF EMPLOYEE

6. CLASSIFICATION TITLE OF POSITION
Program & Planning Analyst- Advanced

7. CLASS TITLE OPTION (to be filled out by Personnel Office)

9. AGENCY WORKING TITLE OF POSITION
Performance Analyst, Placement and Permanency11. NAME AND CLASS OF FIRST-LINE SUPERVISOR
Vacant, Child Welfare Service Manager13. DOES THE POSITION SUPERVISE SUBORDINATE EMPLOYEES IN PERMANENT POSITIONS? ☐ Yes ☒ No
IF YES, COMPLETE AND ATTACH A SUPERVISORY POSITION ANALYSIS FORM (DER-PERS-84).

14. POSITION SUMMARY- PLEASE DESCRIBE BELOW THE MAJOR GOALS OF THIS POSITION:

(See Attached)

15. DESCRIBE THE GOALS AND WORKER ACTIVITIES OF THIS POSITION (Please see sample format and instructions)

____ GOALS: Describe the major achievements, outputs, or results. List them in descending order of importance.
____ WORKER ACTIVITIES: Under each goal, list the work activities performed to meet that goal.
____ TIME %: Include for goals and major work activities.

TIME %

GOALS AND WORKER ACTIVITIES

(See Attached)

16. SUPERVISORY SECTION - TO BE COMPLETED BY THE FIRST LINE SUPERVISOR OF THIS POSITION. (See Instructions)

- a. The supervision, direction and review given to the work of this position is ☐ close ☐ limited ☐ general.
b. The statements and time estimates above and on attachments accurately describe the work assigned to the position.
(Please initial and data attachments.)

Signature of first-line supervisor

Date

17. EMPLOYEE SECTION - TO BE COMPLETED BY THE INCUMBENT OF THIS POSITION.

I have read and understand that the statements and time estimates above and on attachments are a description of the functions assigned my position. (Please initial and date attachments.)

Signature of employee

Date

18. Signature of Personnel Manager

Date

P-File

Department of Employment Relations

Employee

Department File

Cert Request Copy

CLASSIFICATION TITLE- SUB-TITLE

Performance Analyst, Placement and Permanency Performance

POSITION SUMMARY

Under the general direction of the Child Welfare Service Manager of the Child Welfare Data and Analytics Section of the Division of Safety and Permanence (DSP), this planning analyst position is responsible for developing and implementing performance measurement methods for child welfare services. The position develops performance measurement plans, methods and procedures for complex, diverse and politically sensitive tasks regarding the delivery of child welfare services by child welfare agencies including the Division of Milwaukee Child Protective Services (DMCPS), county child welfare agencies, state adoption program and other contracted provider agencies. The position is also responsible for ensuring the Department's ability to meet federal reporting requirements, analyzing program performance data, evaluating child welfare projects, and developing program improvement plans.

(Rated PD
Only)

<u>TR1</u>	<u>TR2</u>	<u>TIME %</u>	<u>GOALS AND WORKER ACTIVITIES</u>
		40%	<p>A. Develop child welfare performance plans, methods, and procedures to ensure effective delivery of services to children and families by child welfare agencies and service providers.</p> <p>A1. Work with DSP bureau directors and other Department staff to develop child welfare program performance plans and program performance objectives. Lead and participate in workgroups to develop performance plans and objectives.</p> <p>A2. Conduct research and prepare complex analyses of Wisconsin program performance trends and issues using performance data. Identify factors contributing to Wisconsin program performance and formulate conclusions on performance issues. Use state and national research to support conclusions.</p> <p>A3. Work with DSP bureau directors to make recommendations to division management on how to improve program performance. Develop performance methods and procedures and work with bureau directors to develop and implement program improvement plans.</p> <p>A4. Prepare complex analyses of child welfare performance trends nationally and in other states to identify factors which may affect Wisconsin program performance and to set performance objectives for the Wisconsin child welfare program.</p> <p>A5. Review federal laws and regulations and state legislation to identify program performance implications of law changes and develop and implement strategies to achieve federal and state performance requirements. Develop division positions on law changes and secure approval by division management.</p> <p>A6. Review state administrative rules, program standards, policies and procedures to identify requirements that affect program performance and make recommendations to division management on ways to improve performance through modification of state requirements.</p> <p>A7. Work with DMCPS, counties and department area administrative staff to implement performance-based approaches to program improvement. Provide technical assistance on performance measures and how to operationalize program performance objectives.</p> <p>A8. Prepare division numbered memos, handbooks and other written materials for local agencies regarding child welfare program performance requirements and performance issues.</p>

<u>TR1</u>	<u>TR2</u>	<u>TIME %</u>	<u>GOALS AND WORKER ACTIVITIES</u>
			A9. Conduct research and prepare reports for division management on how to incorporate performance approaches into management of division contracts with counties and child welfare service providers. Make recommendations on child welfare funding mechanisms.
	30%	B.	Lead the development and implementation of tools to measure child welfare program performance and communication of performance results.
		B1.	Lead the development and maintenance of program performance reports from division data systems to use for program evaluation purposes. Interview bureau directors and local agency managers to identify ways to effectively use reports. Work with program and information technology staff to produce reports for performance measurement purposes.
		B2.	Lead the process for working with division and local agency staff to identify essential information for program performance purposes. Determine priorities for new information and the costs and benefits of obtaining the information. Work with program and information technology staff to ensure the information is collected in division data systems and enhance data systems where necessary to collect essential information.
		B3.	Determine the availability, quality and limitations of program performance information and make recommendations to division management on how to improve the availability and quality of performance information. Develop and implement plans for improving performance data.
		B4.	Coordinate the development and distribution of child welfare program performance reports using performance data to show program results for the state, Milwaukee County and other counties. Work with program and local agency staff to develop report formats and distribution methods to ensure widespread understanding of program results
		B5.	Write performance reports, communicate the content and defend reports with division and department management, local agencies, advocate groups and researchers in a variety of forums. Explain the data sources and tools used to measure program performance.
		B6.	Develop data collection methods and conduct surveys as necessary to collect information on specialized aspects of child welfare program performance. Work with bureau directors to identify and analyze information needed to manage program performance
		B7.	Do research on the use of performance information at the national level and other states. Serve as a liaison with the federal government and national organizations on the collection and interpretation of Wisconsin performance information. Respond to requests from other states and interested parties regarding Wisconsin performance information.
		B8.	Do research on the analysis of national and state performance trends. Review books, periodicals and reports on performance trends. Identify and summarize relevant information for division management, bureau directors and local agencies.
	20%	C.	Analysis, development, implementation and evaluation of innovative child welfare services and demonstration projects. Development of best practice information.

<u>TR1</u>	<u>TR2</u>	<u>TIME %</u>	<u>GOALS AND WORKER ACTIVITIES</u>
			<p>C1. Conduct analysis of innovative child welfare service models and assess the potential use of these models in Wisconsin. Work with DMCPs and county agency staff to determine the potential use of service models in Wisconsin. Prepare briefing papers and make recommendations to division management and bureau directors on innovative service models. Prepare best practice materials for local agencies and provide technical assistance.</p> <p>C2. Develop proposals for innovative state projects and federal child welfare waivers. Research and analyze programmatic, legal, budgetary and political considerations and make recommendations to division management on whether to pursue projects and waivers. Work with bureau directors and local agencies to design and implement projects and waivers.</p> <p>C3. Develop and implement methods for evaluating the effectiveness of innovative projects and federal waivers. Develop and secure approval for evaluation design and evaluation criteria, including client outcomes and cost impacts. Operationalize the evaluation methods, oversee collection of necessary information and prepare evaluation reports.</p> <p>C4. Write proposals for demonstration projects and federal waivers, secure division and department approval of proposals and submit proposals to state and federal agencies for approval and implementation. Serve as liaison with other agencies and the federal government on demonstration projects and federal waivers.</p> <p>C5. Review and assess evaluations of demonstration projects and federal waivers in other states to determine the potential use of the evaluation design and criteria in Wisconsin. Summarize program evaluations for division management and bureau directors.</p>
10%	D.		<p>Develop program plans, conduct special studies and provide information and problem resolution for department and division management.</p> <p>D1. Develop, maintain and update state plans for child welfare programs. Review plans involving child welfare issues prepared by other units in the department for technical accuracy and conformance with child welfare requirements and program goals. Develop local plan guidelines and work with bureaus to implement planning process for local agencies. Direct and participate in work groups to develop/update program plan materials.</p> <p>D2. Participate in inter-agency workgroups and administrative meetings to address child welfare program policy issues and develop recommendations for changing policy. Keep division management and bureau directors informed about activities in other divisions and state agencies that may affect the child welfare program.</p> <p>D3. Respond to questions, inquiries and information requests from the legislature, other states, media, local agencies, advocacy groups, and the general public related to child welfare program performance and program evaluation.</p> <p>D4. Coordinate responses to surveys from national organizations, other states and interested parties about the performance of the Wisconsin child welfare program. Review information developed by other sources for accuracy and provide comments to those other sources.</p>

(Rated PD
Only)

<u>TR1</u>	<u>TR2</u>	<u>TIME %</u>	<u>GOALS AND WORKER ACTIVITIES</u>
			D5. Undertake special assignments as requested by the division administrator, section manager or other bureaus to research and analyze child welfare issues. Complete special studies related to the child welfare program, including specific aspects of program management and child welfare practice.

Child Welfare Performance Planner

Position Description - Part B

The information contained in this part of the position description relates to the following FES factors: Knowledge Required, Personal Contacts and their Purpose, Discretion and Accountability, Physical Demands, and Work Environment.

I. KNOWLEDGE AND SKILLS REQUIRED BY THE POSITION

Describe the breadth and depth of knowledge and skills used to perform the work. Reference each knowledge/skill statement to specific goals or worker activities in Part A by placing the index number(s) in parentheses after the statement.

1. Extensive knowledge of program planning principles and techniques. (A1-9, B1-2, C2, D1)
2. Extensive knowledge of policy development principles and techniques. (A1-3, A5-8, C1-4, D2)
3. Extensive knowledge of program evaluation theory and practice, including evaluation design and data analysis methods. (A3-4, A7, A9, B3-8, C1, C5, D5)
4. Extensive knowledge of child welfare program laws and regulations and child welfare practice. (A4-6, B7-8, C2, C5, D3-4)
5. Considerable knowledge regarding the use of automated data systems to collect information and the development of information reports. (A7, A9, B1-6, C3)
6. Considerable knowledge of planning and implementing major projects and project management techniques. (A3, A7, B1-2, C1-4)
7. High degree of skill in written and oral communications. (A1-9, B1-8, C1-5, D1-5)
8. Considerable knowledge and skill in statistical analysis. (A2-4, A7, B1-8, C3, D5)
9. High degree of skill in initiating and maintaining cooperative interpersonal relationships. (A1, A3, A7, A9, B3-5, C3)
10. High degree of skill in use of computers and computing tools, such as EXCEL, ACCESS, and other analytical tools, required for the complex manipulation and display of data. (A3, A7, B2, C2, D1)
11. Considerable skill in problem solving methods, negotiation and group facilitation.

II. PERSONAL CONTACTS AND THEIR PURPOSE

Describe the nature, purpose and frequency of required contacts with others for acceptable performance of the work.

1. Meet regularly with Division and Department management to discuss program performance issues, program performance reports and program evaluations. Meet several times per week typically on face-to-face basis.
2. Meet regularly with management staff of bureaus within the Division to develop and implement program performance plans and to develop research initiatives. Meet several times per week typically on face-to-face basis.

3. Meet frequently with managers in other divisions and state agencies to discuss child welfare program performance issues, program performance reports and program evaluations. Meet several times per month to make presentation and discuss issues typically on face-to-face basis.
4. Meet frequently with county child welfare agency managers and Milwaukee child welfare service provider managers to discuss child welfare performance issues and best practices. Meet several times per month to make presentation and discuss issues typically on face-to-face basis.
5. Meet occasionally with federal government officials and staff of national organizations to discuss child welfare program performance issues, innovative projects and waivers, and evaluation methods. Meet several times per year to make presentations and discuss issues on face-to-face basis and by tele/video conference methods.
6. Meet occasionally with Secretary's Office staff and other key stakeholders and leaders to discuss child welfare program performance issues and program improvement plans. Meet several times per year to make presentations and discuss issues typically on face-to-face basis.
7. Meet occasionally with special interest groups, advocacy organizations and the media to explain child welfare performance reports and interpret performance results. Meet several times per year to make presentations and discuss issues. Media contacts are typically handled by telephone.

III. DISCRETION AND ACCOUNTABILITY

- A. Describe the extent to which the objectives and priorities of the work assignments are prescribed or defined for the position and the extent to which they may be modified by an incumbent of the position.

Work objectives and priorities are defined in general by the Division Administrator, Deputy Administrator and Section Manager. The position has considerable latitude in developing strategies to achieve the objectives and priorities, checking regularly with the DSP management to determine that the strategies reflect current priorities, and working independently to achieve objectives.

- B. Considering all available guidelines, specific instructions and assistance; describe the extent to which they define or control the work methods, operational sequences, and decision-making authority of the position and the extent to which these controls may be modified by an incumbent of the position.

The position is governed in broad terms by agency policy and procedures. The position works with the Section Manager to define and control work methods and operates freely to achieve objectives.

- C. Describe the nature and extent of the work review.

For this position, work is reviewed broadly and on a limited basis. Major products are reviewed between the staff person and DSP management to determine their consistency with policies and direction from the Section Manager, and Division Administrator and Deputy Administrator.

- D. Describe the extent to which accountability for the work is shared with other positions or entities outside of the formal supervisory chain of command.

Accountability for delivery of quality products in a timely manner does not rest outside of the chain of command. However, discretion is afforded and expected of this staff person in working with all the bureaus of the Division to develop and be accountable for final products.

IV. PHYSICAL DEMANDS AND WORK ENVIRONMENT

The position does not involve special physical demands. Some travel around the state to attend meetings and make presentations is required. The work environment does not present unique challenges. Some work with persons who will be antagonistic toward the division is necessary.